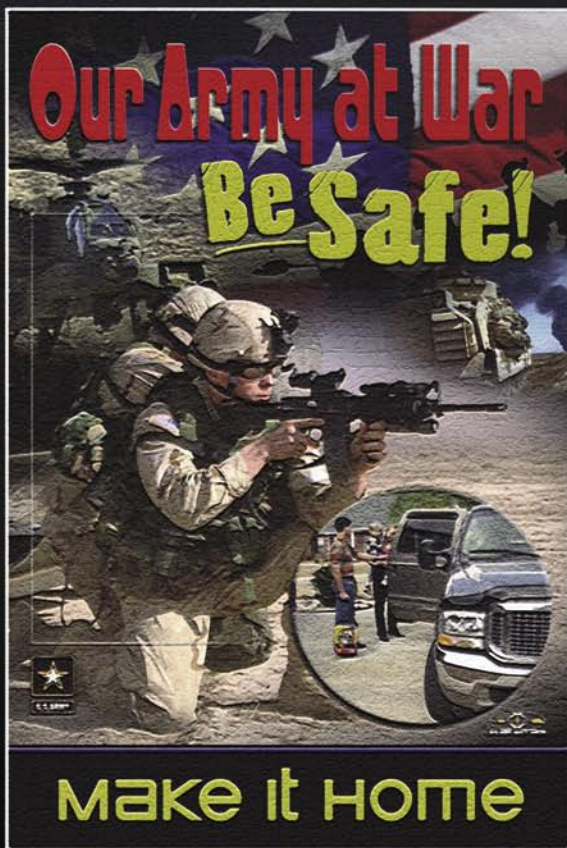




# Army Safety Campaign Plan







# Army Safety Campaign *Plan*

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# Our Army at War Be Safe!



## make it home





## DEPARTMENT OF THE ARMY WASHINGTON, DC 20310

The United States Army has much to be proud of, including a centuries-old heritage of service to the nation that pre-dates the republic itself. Those achievements are in large part the result of our country entrusting to the Army its most precious resources: its sons and daughters.

This long tradition of service continues today, with every Soldier a volunteer, and in full awareness of the risks that their military duty entails. As leaders we owe it to our fellow citizens to make best use of the people, materials, and funds the American people have given us to protect and defend our Constitution and our way of life. Americans understand that in an Army at war there will be unavoidable losses. What they, and we, are unwilling to accept are losses from accidents, those deaths and injuries that are unnecessary and avoidable.

Since Operation Iraqi Freedom began in late March last year almost 340 American Soldiers have died. Of these, over 28% were in non-combat accidents. In the past 23 years over 7,500 soldiers have died in accidents, compared to fewer than 600 in combat. Last year's accidental death rate was the highest in 10 years. Over 55% of these deaths involved private automobiles and motorcycles. Nearly all of them were preventable had the victims taken proper precautions or operated those vehicles in a safe manner.

The Army is now in the process of rotating forces on a scale unseen since the Second World War. There will be vast movements of personnel and equipment, both within the United States and overseas. The potential is very high for serious accidents. We cannot accept this as a "cost of doing business."

Accordingly, the Department of the Army will implement a new Safety Campaign Plan effective immediately. Commanders and staffs at every level will operate within its framework, with the goal of reducing preventable accidents by at least 50% over the next two years. Our Soldiers are too valuable to the Army and their families to take any chances with their safety. Each life saved, each serious injury avoided, and each piece of equipment undamaged may be the deciding factor in a battle in the Global War on Terrorism.

This *Be Safe!* Campaign Plan outlines the goals established for the Army. To fully implement this plan, FORSCOM, TRADOC, AMC Commanders, and the ACSIM will develop and back-brief supporting operational plans to the Army G3 NLT 90 days after receipt of this plan.

We are counting on every member of the Army team to do his or her part in reducing preventable accidents. Every leader at every level is responsible for raising their units' level of safety awareness. This is a command function. Safety must be an integral part of every operation, on and off duty, tactical and administrative. The American people expect no less.



**Peter J. Schoomaker**  
General, United States Army  
Chief of Staff



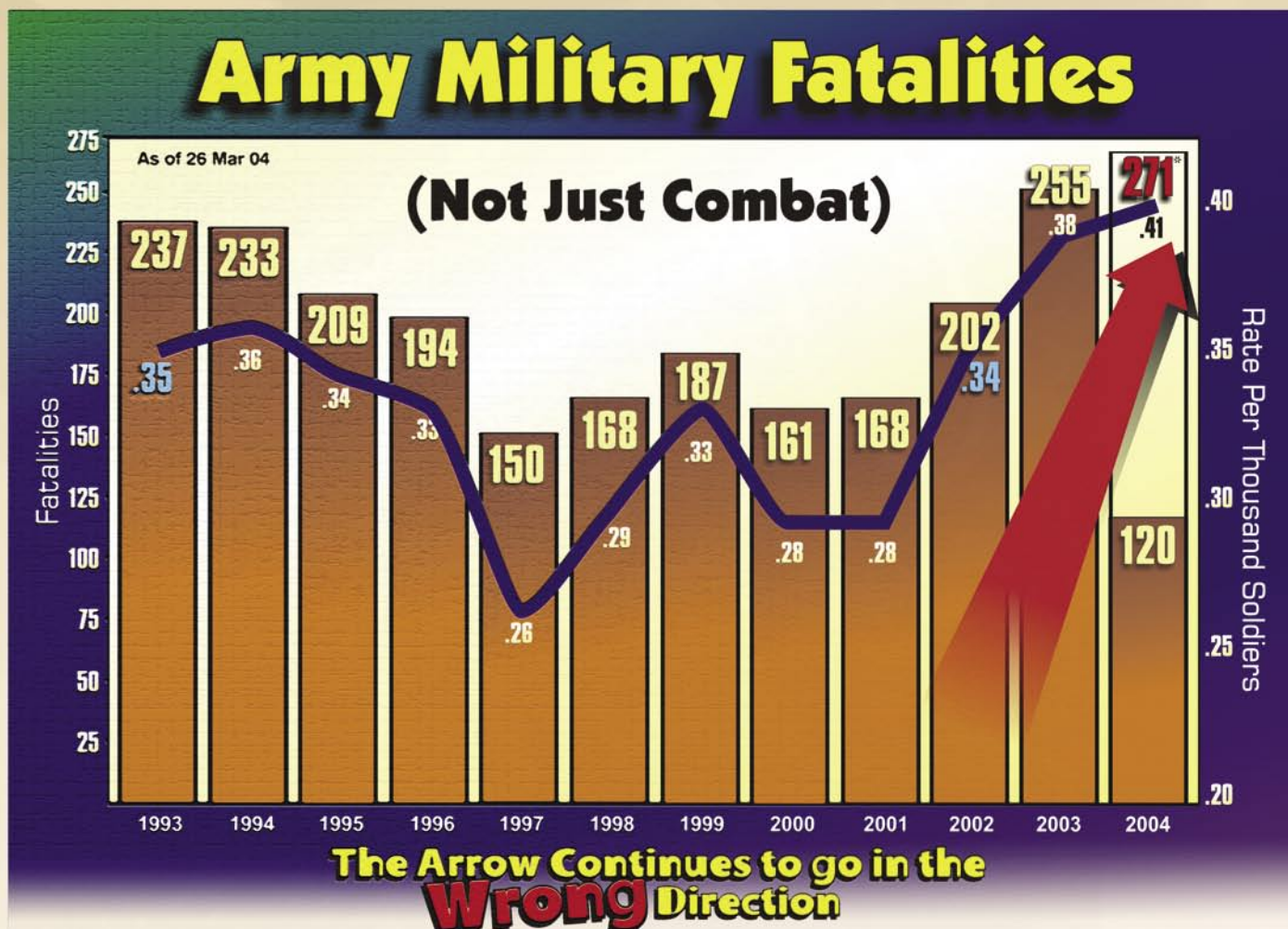
**R. L. Brownlee**  
Acting  
Secretary of the Army



# Army Safety Campaign Plan

## References:

- SECDEF Guidance (SNOWFLAKE dated 19 May 03)
- SECARMY Guidance (SECARMY Tasker dated 20 Jan 04)
- Department of Defense Planning Guidance (DPG) (Draft)
- Department of Defense Safety Oversight Council Charter dated Jul 03
- The Army Safety Strategic Plan dated Nov 01

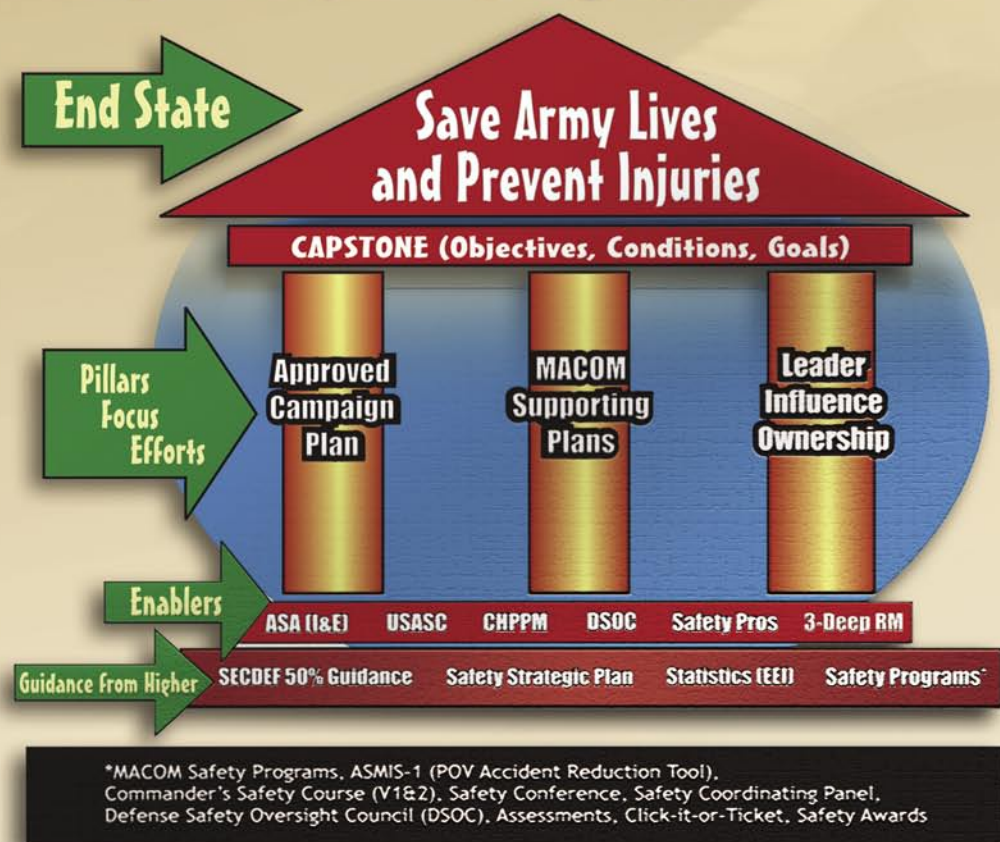


\* Projected based on a 5-year historical average of ratio of fatalities through 9 Mar to the entire year



**Purpose:** In May 2003, the Secretary of Defense (SECDEF) challenged the Services to reduce preventable accidents by 50% within two years. The draft DPG elaborates on the SECDEF's direction by establishing the 50% reduction as a goal to be met by the end of FY 05 with FY 02 data as the baseline. In January 2004, the Acting Secretary of the Army (ASA) initiated the Be Safe! campaign. The mission was to Save Soldiers' Lives and thereby eliminate unnecessary suffering by Soldiers and their families and enhance readiness.

## Army Safety Campaign plan Model



### This Campaign Plan:

- Provides the framework for attacking the leading factors and indicators that contribute to Army accidents and fatalities.
- Establishes measurable and specific objectives within new and existing programs.
- Develops the implementation timelines.
- Serves to increase accountability.

### Situation:

**General.** We are an Army at war and engaged in operations throughout the world. This involves the Total Army and requires a renewed emphasis on safety and risk management at all levels to save lives, preserve precious resources and sustain our readiness to meet simultaneous challenges around the globe. As a competency-based Army, we will capitalize on values, standards, training, multi-level leadership and discipline to achieve our goal.

**Campaign Model.** The Army Safety Campaign Plan is built upon a foundation of existing directives, efforts and conditions. This plan and the MACOM supporting campaign plans focus our initiatives toward a solid capstone of attainable objectives, goals and conditions designed to achieve our desired endstate of saving Army lives and preventing injuries.

**Strategic Policy.** The Army Safety Strategic Plan dated November 2001, integrates and institutionalizes the Army Safety Program and risk management into all dimensions of Army operations and training. The plan was implemented in order to achieve reductions in accidents, further enhance readiness, and improve the well-being of our Soldiers and civilians.

# Safety Campaign Mission



# Save Soldiers

wherever  
they are.

The plan provides a single, integrated framework for the Army Safety Program mission, vision, strategic goals and objectives and provides a basis for action plans. It further serves to identify requirements, opportunities and initiatives to improve safety performance and strengthen risk management in support of the Army's vision. The plan also provides a structure for linking the Army Safety Program requirements to resources.

This structure enables Army leadership to program safety priorities and establish an investment plan.

**Mission:** The mission of the Army Be Safe! Campaign is to Save Soldiers' Lives, prevent disabling and disfiguring injuries, and preserve Army equipment.

## Operations:

**a. Concept of Operations.** The Army's accident rates have increased sharply over the last three years, with a disturbing trend emerging that certain critical standards are not understood or are not being enforced. To succeed in this campaign, leaders at the strategic, operational, and tactical levels must:

- (1) take aggressive action now,
- (2) target specific areas of risk,
- (3) hold leaders and Soldiers accountable for their actions, and
- (4) establish a clear and consistent message throughout our formations.

Leaders must continuously evaluate whether standards and expectations are known, understood and enforced at the lowest level. Leadership, standards, and discipline, coupled with effective safety programs, are the key to force protection.

The goals for this campaign, while limited in scope, are designed to supplement and add emphasis to the Army Strategic Safety Plan and its lines of operations. They are:

- (1) Reduce accidents, fatalities, and civilian lost-work days to enhance readiness and improve the quality of life for the Total Army in support of the SECDEF's goal.
- (2) Development of MACOM supporting safety plans, with a detailed assessment of known risks, and back-brief to the Army G-3.
- (3) Further integrate risk management into the Army's institutions, in addition to all garrison and tactical operations, to sustain an emphasis on safety.
- (4) Bridge the gap for junior leaders short on experience and knowledge with currently available and evolving tools and resources. Additionally, this campaign plan will serve as the road map to synchronize safety efforts and to achieve and maintain the end state.

Since this campaign plan is ongoing through the end of FY05 with multiple concurrent operations and initiatives, there will be no phasing of this plan. However, leaders must continuously assess their



hazards and risks in relation to current and future operations and validate or adjust their supporting plans as necessary.

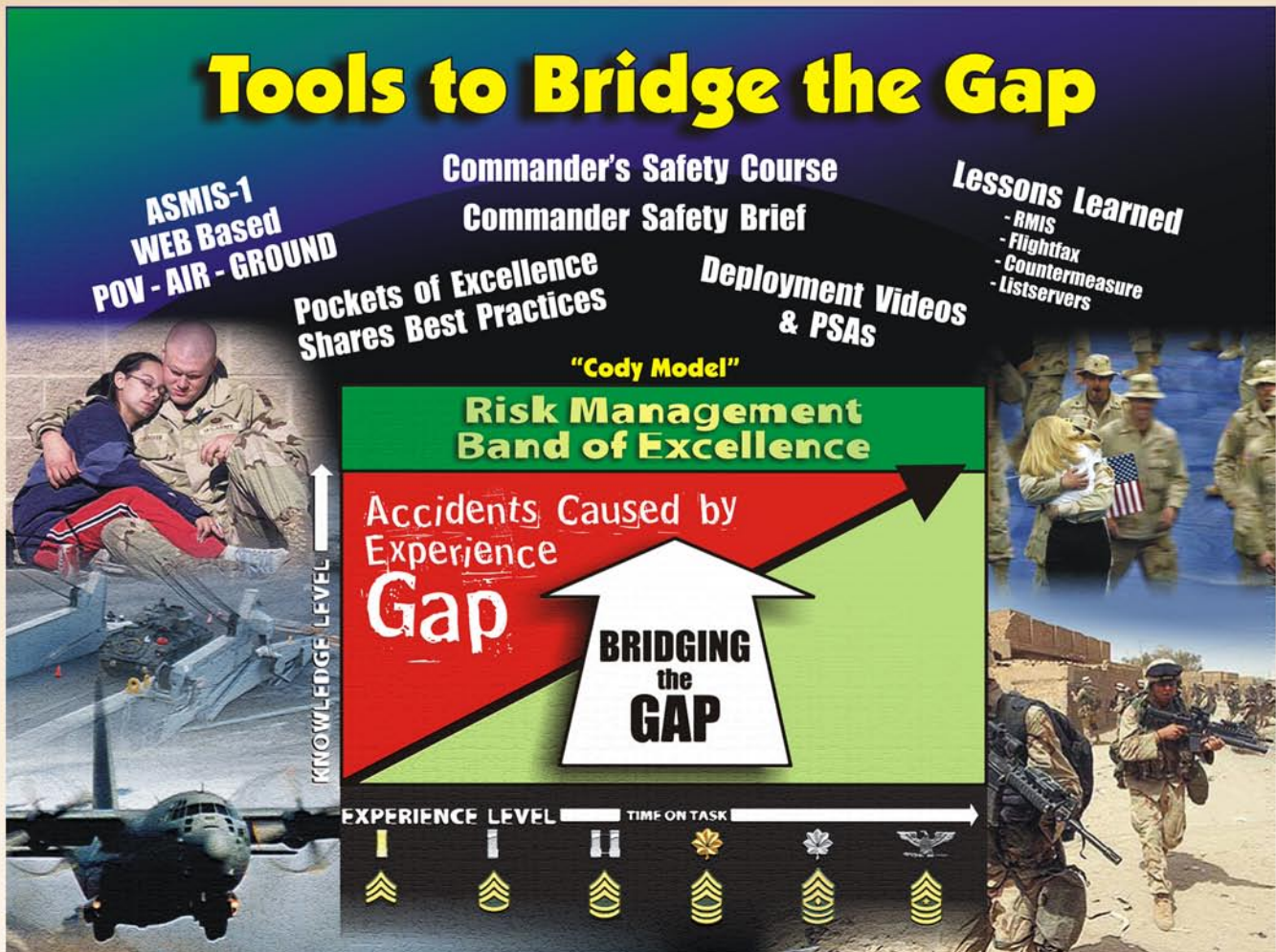
**b. Intent.** The purpose of this campaign is to emphasize the need to protect and preserve every single person and piece of equipment as we fight the Global War on Terrorism (GWOT) and beyond. Preventable accidents are **NOT** a cost of doing business. Applied leadership, along with enforced discipline and standards, will foster an Army culture that will ensure the preservation of our valuable resources and instill accountability.

Our efforts will be focused on reducing accidents in the three key areas that comprise 97% of all Army accidents and fatalities:

- (1) Vehicle accidents, both combat and privately owned.
- (2) Personal injuries.
- (3) Aviation accidents.

In the vast majority of these accidents, a key contributing factor was the absence of standards enforcement, or a lack of standards in place. Supporting plans need to incorporate both an analysis and a synchronized and sustained effort for addressing these issues.

It also imperative that we capture best practices and lessons learned from all our operations and training for development as future standardized tactics, techniques, and procedures.





Given the number of deployed units to the combatant commands, communication and consolidation of information is critical to our safety and mission success.

**c. End State.** The end state is that at the end of FY05 the Army will have no more than 50% as many accidental Soldier deaths as in FY02. Success will be defined by achieving the following conditions:

(1) All Army personnel know about this campaign.

(2) Leadership involvement, three-levels deep, is embedded into all garrison and tactical operations.

(3) Risk management is integrated into all operational planning.

(4) Leaders and Soldiers can identify hazards that exist in their operations or activities, and can mitigate the risk.

**d. Major Objectives.** The Be Safe! Campaign Plan has five broad objectives to guide actions.

**Objective 1:** *Inform all Army personnel and families about the Be Safe! Campaign, and garner support from the public.*

**Objective 2:** *Convey Army institutional risk management knowledge and lessons learned to the lowest level.*

**Objective 3:** *Leverage “best practices” across industry, Army and other Services.*

**Objective 4:** *Teach risk management as part of field craft training in realistic scenarios.*

**Objective 5:** *Measure progress quarterly, revise plan as required, recognize excellence and uphold accountability.*

**Be Safe! Campaign Actions:** The Be Safe! Campaign requires active involvement at all levels; strategic, operational and tactical.

**Strategic-level leaders** set the tone, direction and pace of this campaign.

- **Communicate:** Make “Be Safe!” the watchword, salutation, and greeting. Start every meeting with a safety story that drives home the point that safety is personal. Identify and incorporate industry and military best practices into Army operations.

- **Sustain Influence:** Require and give feedback, issue weekly summaries, make on-the-spot corrections, and set the example.

- **Reinforce Excellence:** Recognize achievements in safety, give impact awards, and utilize CSA, SMA, DASAF awards to complement MACOM award programs.

**Operational-level leaders and staffs** ensure directions are carried out.

- **Integrate tools:** Embed risk management using the tools that currently exist or are under development.

- **Assess:** Review existing programs and refine or redirect as necessary to achieve the mission.

- **Communicate:** Provide leadership and mentoring to enable leaders to make informed risk-management decisions.

**Tactical level leaders** will ultimately determine the success of the Be Safe! Campaign. Gaps exist between our troops’ knowledge and their level of experience. Each formation is different, as each Soldier is different. Therefore, leaders must perform continual assessments of their formations



and teach or coach the principles of risk management to overcome the experience-to-knowledge gap. Leaders must hold Soldiers accountable for their actions and ensure standards are effectively communicated and enforced to the lowest level. We do not want to punish Soldiers for an accident if they are not at fault, but we do want them to adhere to established standards.

■ Teach/Coach risk management and maintain safety awareness.

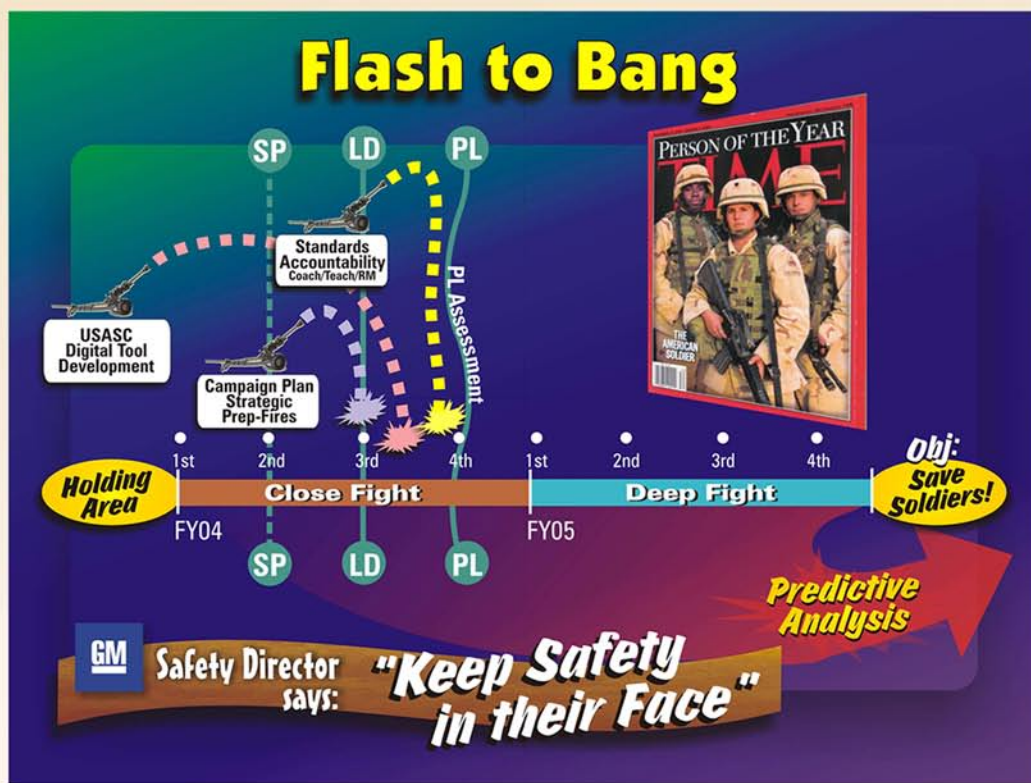
- Company commanders must complete the Commander's Safety Course prior to assuming command.
- Unit additional-duty safety officers and NCOs must complete the Commander's Safety Course within 30 days after receipt of additional duty assignment orders.
- Show "POV Deaths are Personal" video to every Soldier before 4 Jul 04.
- Require automated risk assessment prior to leave, pass, TDY, or PCS (ASMIS-1).

**Flash to bang.** As the Safety Campaign kicks off, the Army will be postured on the Line of Departure (LD). Many strategic and operational-level actions have already been put in place to "prep the campaign battlefield" and set the conditions for success. At the operational level, the Army Safety Center began developing new digital tools last fall to provide commanders with additional information and capabilities that will help them bridge the gap between inexperience and knowledge. Several of these tools are being fielded as the campaign launches, with others to be fielded shortly after crossing the LD.

Actions at the strategic level began at the Start Point (SP) during the 2nd quarter of FY05, beginning with the Acting SECARMY's direction to develop a new safety campaign. Concurrent actions taking place during the development of the campaign plan include the development of a strategic communications plan to ensure the campaign plan's message and intent are transmitted to all Soldiers.

With the strategic and operational-level actions in place, the main effort of the campaign will shift to the tactical level. At the tactical level is where success of the campaign will be defined. Tactical leaders enabled with digital tools, along with a renewed emphasis to enforce standards and accountability, will make the difference.

When we cross Phase Line (PL) Assessment at the end of FY04, a comprehensive review of the campaign to-date will occur. If Army accident rates and Soldier fatalities are not improving as a result of campaign actions across the lines of operations, then we will continue our emphasis on the initiatives that are working and adjust fires on those that are not. Commanders at all levels are expected to perform continuous assessments of their units to determine the effectiveness of the campaign within their formations and make adjustments as necessary.



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